



Year VII, v.1 2026 | Submission: 06/05/2026 | Accepted: 09/05/2026 | Publication: 12/05/2026

## **Agile leadership and conflict management in remote teams: current perspectives and practices.**

*Agile leadership and conflict management in remote teams: current perspectives and practices*

Agile leadership and conflict management in remote teams: current perspectives and practices

**Lucas Emanuel Almeida Barboza**

### **ABSTRACT**

The advent of digital transformation and the consolidation of remote work have imposed drastic changes on the dynamics of human coordination and organizational behavior. This article aims to analyze agile and situational leadership practices as tools for mitigating conflicts and maintaining engagement in distributed teams. Through a qualitative narrative literature review, the investigation explores how the absence of face-to-face contact potentiates communication failures and feelings of isolation. The main findings indicate that the transition from a command-and-control model to a facilitative leadership, based on transparency and psychological safety, is essential to manage the pressure and external expectations common to the virtual environment. It is concluded that the development of skills such as communicability and collaboration constitutes the core of resilience in telematic arrangements.

**Keywords:** Agile Leadership; Conflict Management; Remote Work; Organizational Behavior; People Management.

### **ABSTRACT** The

advent of digital transformation and the consolidation of remote work have imposed drastic changes in the dynamics of human coordination and organizational behavior. This article aims to analyze agile and situational leadership practices as tools for mitigating conflict and maintaining engagement in distributed teams. Through a qualitative bibliographic review of a narrative character, the investigation explores how the absence of face-to-face contact potentiates communication failures and feelings of isolation. The main findings indicate that the transition from a command-and-control model to facilitative leadership, grounded in transparency and psychological safety, is essential for managing the pressure and external expectations common in

virtual environments. It is concluded that the development of competencies such as communicability and collaboration constitutes the core of resilience in telematic arrangements.

**Keywords:** Agile Leadership; Conflict Management; Remote Work; Organizational Behavior; People Management.

### **INTRODUCTION**

The structuring of contemporary organizations is going through a phase of deterritorialization, in which Remote work has gone from being a peripheral trend to becoming the central paradigm of various productive sectors. This transition, driven by disruptive technologies and by The need for agility brought with it complex challenges of coordination and integration of workflows (CHIAVENATO, 2020).

Human coordination in virtual environments is inherently different from face-to-face dynamics.

In a remote model, process visibility is mediated by digital tools, which can generate

Noise in communication and increased perception of pressure on individual performance.



Year VII, v.1 2026 | Submission: 06/05/2026 | Accepted: 09/05/2026 | Publication: 12/05/2026

(ROBBINS; JUDGE, 2020). The objective of this study is, therefore, to analyze leadership practices suitable for this scenario, focusing on how agile models can act as buffers for Conflicts and catalysts for productivity in teams that do not share the same physical space.

## THEORETICAL FRAMEWORK

### Agile and Situational Leadership in the Digital Context

Agile leadership is based on adaptability and decentralization of decision-making. Unlike traditional scientific management, which advocated a strict division of tasks. And with a rigid hierarchy, leadership in agile contexts uses frameworks such as Scrum and Kanban to... To promote transparency and the continuous flow of value (SUTHERLAND; SUTHERLAND, 2014). A Situational leadership theory complements this view by suggesting that management style should vary depending on the team's maturity and the complexity of the task (MAXWELL, 2007). In teams In remote work, the leader ceases to be a supervisor of activities and becomes a facilitator who removes It removes impediments and ensures the synchronization of pull flows (DESSLER, 2020).

### Sources of Conflict in Virtual Environments

The remote work environment is fertile ground for interpersonal and procedural conflicts. Literature suggests that a lack of nonverbal cues and social isolation can amplify fear of judgment and performance-related anxiety (ROBBINS; JUDGE, 2020). Expectations Misaligned external factors stemming from an organizational culture that values perfectionism and... Excessive self-criticism creates a cycle of stress that disrupts the balance between body and mind. (GOLEMAN, 1995). In addition, failures in document management and administrative communication. They can lead to rework and demotivation (CHIAVENATO, 2020). The creation and sharing of organizational knowledge represent another critical vector in this context. As Nonaka and Takeuchi (1997) point out, the dynamics of conversion of The transformation of tacit knowledge into explicit knowledge—and vice versa—depends heavily on face-to-face interactions and communities of practice, elements that remote work makes more difficult to cultivate.

## MATERIALS AND METHODS

This study is characterized as a qualitative, theoretical research that employs the narrative literature review method. Data collection was based on a survey of bibliographical and normative documents on organizational behavior and human resource management and agile methodologies. The analysis focused on the interpretation of concepts such as emotional intelligence, Process management and resilience in the context of telework arrangements, seeking to correlate classical human resource theories with the demands of digital transformation. (DESSLER, 2020; CHIAVENATO, 2020).

## RESULTS AND DISCUSSION

The results indicate that contemporary leaders utilize self-awareness and intelligence. Emotional intelligence as a management tool to cope with external pressure and expectations. (GOLEMAN, 1995). The implementation of reward systems that value small victories and continued recognition have proven effective in maintaining motivation within teams. distributed (CHIAVENATO, 2020). In contrast to the limitations of classical theories, which often ignored interdependence... Systemic, modern process management requires an end-to-end view, in which the leader acts in mediation of conflicts arising from operational bottlenecks (ROBBINS; JUDGE, 2020). The practice Psychological safety and open dialogue allow emotional blocks to be identified. and collectively reinterpreted. Strategies such as the use of structured (360°) feedback help in building a solid and authentic employee identity, reducing susceptibility to toxic pressures (DESSLER, 2020). With regard to agile methodologies, Sutherland and Sutherland (2014) demonstrate that teams self-managed, guided by short delivery cycles (sprints) and inspection meetings continuous, they tend to develop greater cohesion and effective communication, even in environments distributed. This model promotes transparency and reduces the noise that often arises. Interpersonal conflicts in remote teams. Maxwell (2007) reinforces that the leader's genuine influence — understood not as position hierarchical, but as the ability to add value to people — that is the determining factor for the Sustaining engagement in high-pressure and uncertain contexts, such as remote work.

## FINAL CONSIDERATIONS

Agile leadership in remote environments transcends mere task management; it establishes itself as a...  
The practice of curating relationships and flows. The role of the facilitating leader is fundamental to integrating the dimensions of criticality, communicability, and collaboration, essential for facing the challenges of contemporary times (SUTHERLAND; SUTHERLAND, 2014; MAXWELL, 2007).  
Although the study highlights advances in the management of virtual teams, theoretical gaps persist regarding... the long-term impact of digital isolation on worker mental health and Sustainability of organizational culture without physical contact (NONAKA; TAKEUCHI, 1997).  
Future research should explore the effectiveness of automation and data mining tools.  
Processes for reducing cognitive load and stress in remote workflows.

## REFERENCES

- CHIAVENATO, Idalberto. **People Management: the new role of human talent management**. 5th ed. Barueri: Manole, 2020.
- DESSLER, Gary. **Human Resource Management**. 16. ed. Hoboken: Pearson Education, 2020.
- GOLEMAN, Daniel. **Emotional Intelligence**. Rio de Janeiro: Objetiva, 1995.
- MAXWELL, John C. **The 21 Irrefutable Laws of Leadership**. Rio de Janeiro: Thomas Nelson Brasil, 2007.
- NONAKA, Ikujiro; TAKEUCHI, Hirotaka. **Knowledge Creation in the Company: How Japanese Companies Generate the Dynamics of Innovation**. Rio de Janeiro: Elsevier, 1997.
- ROBBINS, Stephen P.; JUDGE, Timothy A. **Organizational Behavior**. 18th ed. São Paulo: Pearson Education do Brasil, 2020.
- SUTHERLAND, Jeff; SUTHERLAND, JJ. **Scrum: The Art of Doing Twice the Work in Half the Time**. Rio de Janeiro: Sextante, 2014.